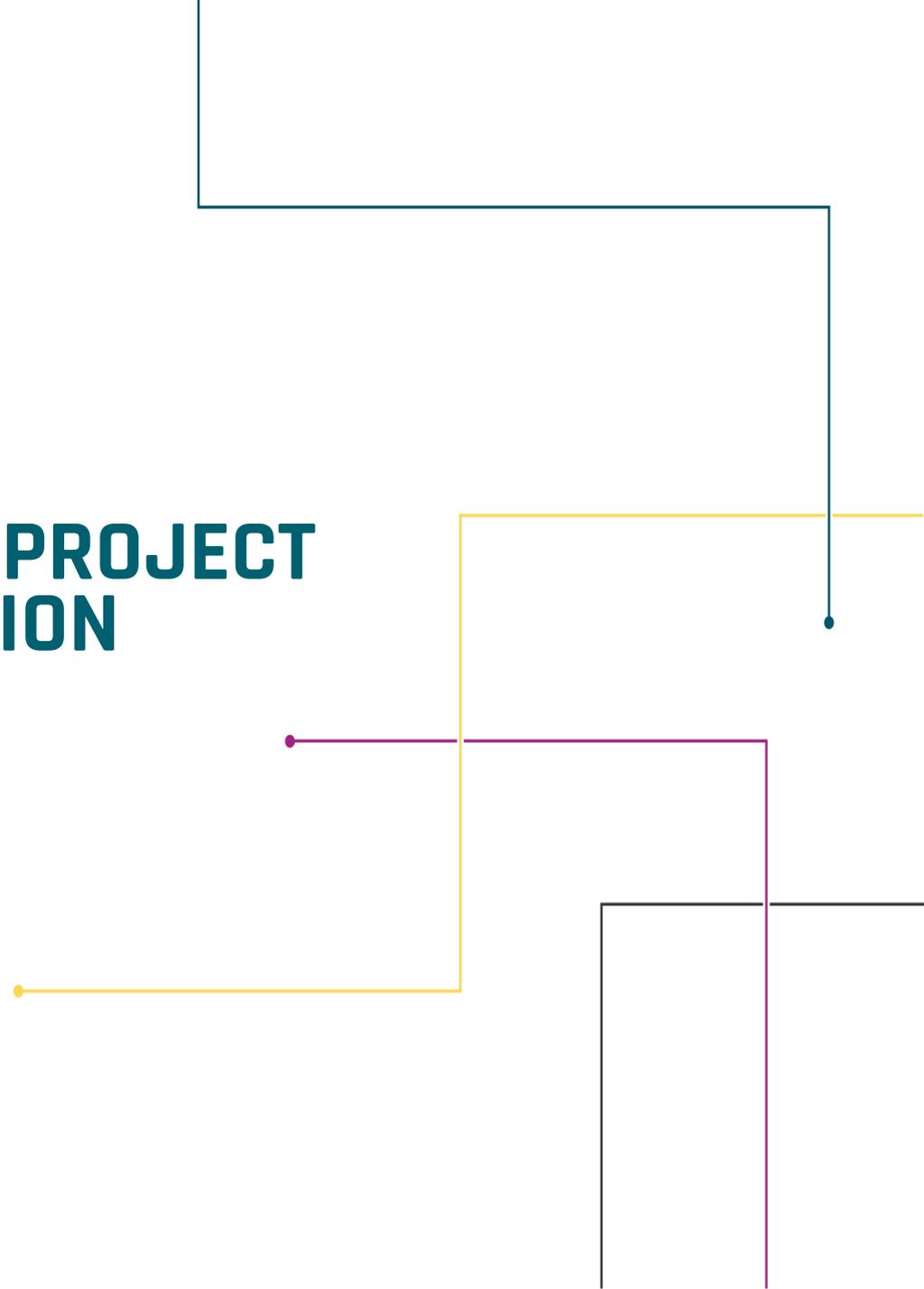




COMMONWEALTH IT PROJECT MANAGER ORIENTATION

CHRIS CHAPPELL, CISA, ITIL, PMP
VITA Project Management Consultant

OCTOBER 20, 2022



Questions? - Put them in the chat or come off mute and ask.

Break – We'll take a break or two

Timing – Hoping to be done by 1230-100?

Attendance – Must attend the entire class to get credit.

Slides – They'll be posted and sent to you after class is complete. Ask your PMD Consultant any questions after class.

Welcome!

1. Name

2. Agency

3. Length of time with Commonwealth

4. Describe Project Management Experience

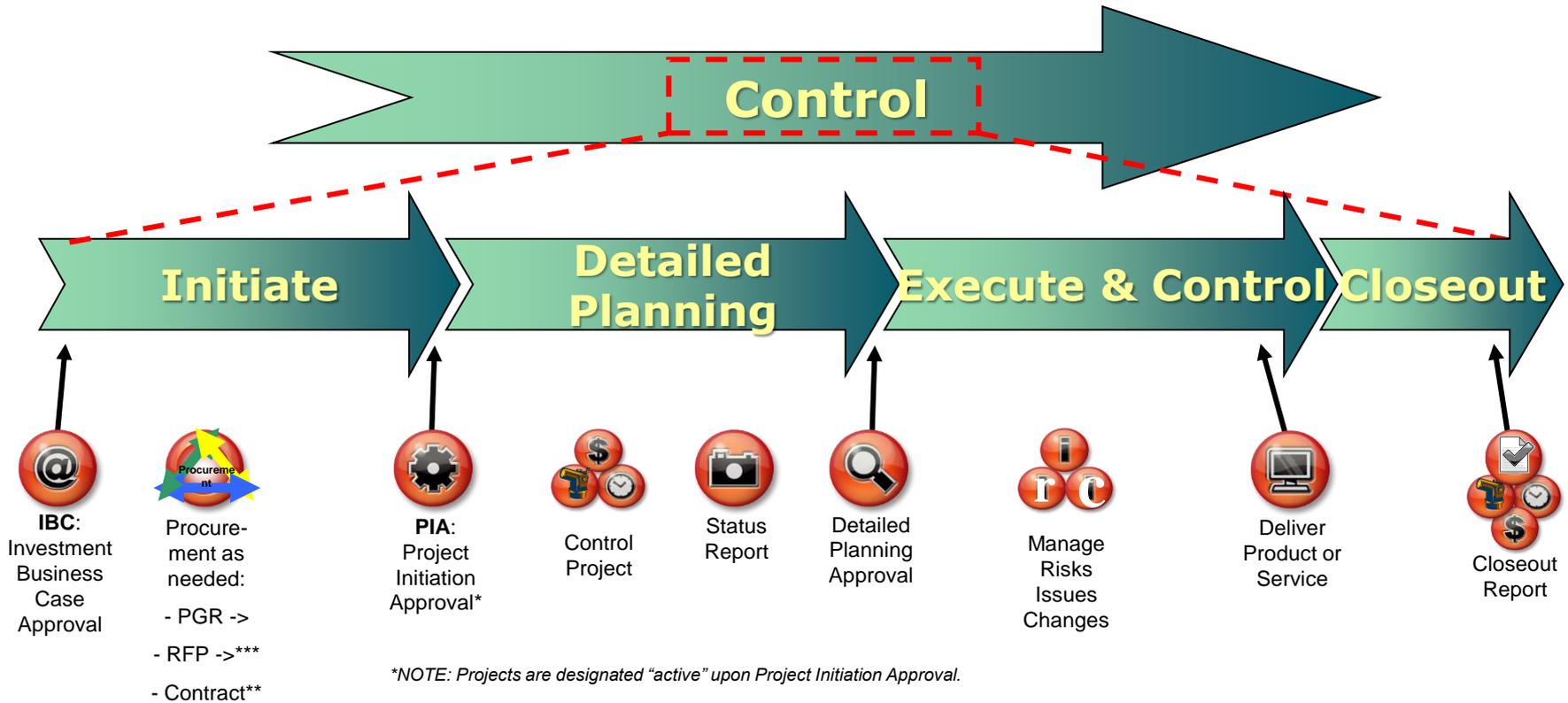


1. Constance's presentation

1. IT Governance and Oversight
2. IT Policies, Standards and Guidelines
3. Commonwealth Project Management Standard
4. Project Manager Selection and Training

1. Understand Commonwealth Project Management practices and be familiar with source documents.
2. Apply the Project Manager Selection and Training Standard (PMSTS) to fulfill Project Manager designation requirements.
3. Recognize the role of the CTP Planview E1 in the IT Investment Management (ITIM) lifecycle.

CPM METHODOLOGY



*NOTE: Projects are designated "active" upon Project Initiation Approval.

**NOTE: Contract/SOW may only be signed AFTER Project Initiation Approval.

***NOTE: RFP's cannot be released until you have an approved PGR and IBC approval.

COMMONWEALTH ITPM

ORIENTATION:

IT GOVERNANCE AND

OVERSIGHT



In January 2003, the Joint Legislative Audit and Review Commission (JLARC) completed a study that identified a history of Commonwealth IT project failure.



Why were the Commonwealth IT Governance and Oversight model and the Commonwealth Project Management (CPM) methodology initiated?

IT Project Failure!

Ask yourself the question...

Why do projects fail?

- Projects were poorly funded or ill-conceived
- Projects were not supported by stakeholders
- Agencies applied an immature or inappropriate technology
- Projects did not use a proven project management methodology
- Agencies did not have an experienced and skilled project manager
- No clear connection between the project and agency objectives
- Projects had no clear return on investment



CPM methodology objective: Define a structured, disciplined approach for project management in order to deliver anticipated benefits from business-driven IT investments.

- Deliver Anticipated Benefits: IT projects must accomplish measurable improvements in agency performance.
- Business-driven: must establish a clear connection between IT project results and the achievement of agency business objectives.



Governance -

The development and management of consistent, cohesive policies, processes, and decision-rights for a given area of responsibility.

Oversight –

Management by overseeing the performance or operation of a person or group.

Institutions of Higher Education that are covered by a Tier 2 or Tier 3 Management Agreement, or participate in the Virginia Association of State College and University Purchasing Professionals (VASCUPP) have a different governance and oversight model for:

- Procurement/Project Approval Authority
- PM Qualification and Selection
- Research Projects Exception
- Governance & Oversight reporting requirements



Roles in Project Governance and oversight...



Project Manager (PM) –

- Every Commonwealth-level IT Project must have a designated PM.
- The PM is responsible for the management and performance of the project from planning through closeout, paying particular attention to the project's budget, schedule and scope.
- The PM is also ultimately responsible for identifying and managing risks and their impact on the project.
- The Project Manager position for Category One, Two and Three Projects (as described below) shall be a full-time position, unless an exception is granted by the CIO.

Project Sponsor –

- The person who makes the business case for the project.
- Usually has the authority and responsibility to define project goals, secure resources, establish project priorities, and resolve issues.
- The Sponsor and PM work closely to ensure that project objectives are met, resources are made available and issues are resolved.
- Project Sponsors should be prepared to dedicate a portion of their time to attend to their project in detail.
- The Project Sponsor should be a member of the IAOC and may be designated by the Agency Head to chair that committee.



AITR –

The Agency IT Resource is designated by the agency head to be responsible for the agency's compliance with the procedures, policies, and guidelines established by the CIO of the Commonwealth.

Agency Head –

The chief executive officer (Commissioner, Agency head, etc) of a department established in the government of the Commonwealth of Virginia.

Secretary –

An appointee of the Governor responsible for a group of state agencies:

- Administration
- Agriculture and Forestry
- Commerce and Trade
- Education
- Finance
- Health and Human Resources
- Natural Resources
- Public Safety and Homeland Security
- Transportation
- Veterans and Defense Affairs



The IT Investment Management Division in the Enterprise Solutions and Governance Directorate is responsible for:

- **Agency IT Strategic Planning**
- **CTP Planview E1**
- **Recommended Technology Investment Projects (RTIP) Reports**
- **Agency IT procurement reviews (PGRs)**
- **Investment Business Case approvals**
- **Technology Management policy, standard and guideline development**
- **CIO, ITAC and Sec. of Administration support**



Under the direction of the Secretary of Administration and the Commonwealth Chief Information Officer (CIO), the Commonwealth Project Management Division (PMD) implements an enterprise strategy for the effective and efficient management of information technology investments.

Unlike most state agency divisions, the roles and responsibilities of PMD are established in the *Code of Virginia*.



Commonwealth Project Management Division

PMD manages the IT project governance and oversight model, and the relationship between those who execute IT projects and those who have governance and oversight responsibility for IT projects.

PMD is responsible for:

- **Agency project oversight and reporting**
- **Project Approvals**
- **Agency project management training, consulting, and assessment**
- **Independent Verification & Validation (IV&V)**



VITA's Supply Chain Management Division (SCM) is the division of VITA charged with developing, implementing and leading the Commonwealth's technology procurement policies, standards and guidelines.

- SCM is the central purchasing office for all IT goods and services for the Commonwealth. SCM develops IT policies, standards and guidelines and conducts and/or approves IT procurements for VITA and on behalf of agencies of the Commonwealth.
- SCM integrates data and information throughout its processes to ensure information is available and accurate to support analysis, planning and reporting.
- SCM's procurement responsibilities range from the ordering/purchasing process to the management and/or facilitation of major IT procurements.



The framework establishes a process focused on building and maintaining an enterprise-wide business, information, solutions and technical infrastructure that is adaptable and best enables the service activities of state government in an ever-changing environment.

The goal of EA is to create a common and cohesive vision among business and technology leaders about:

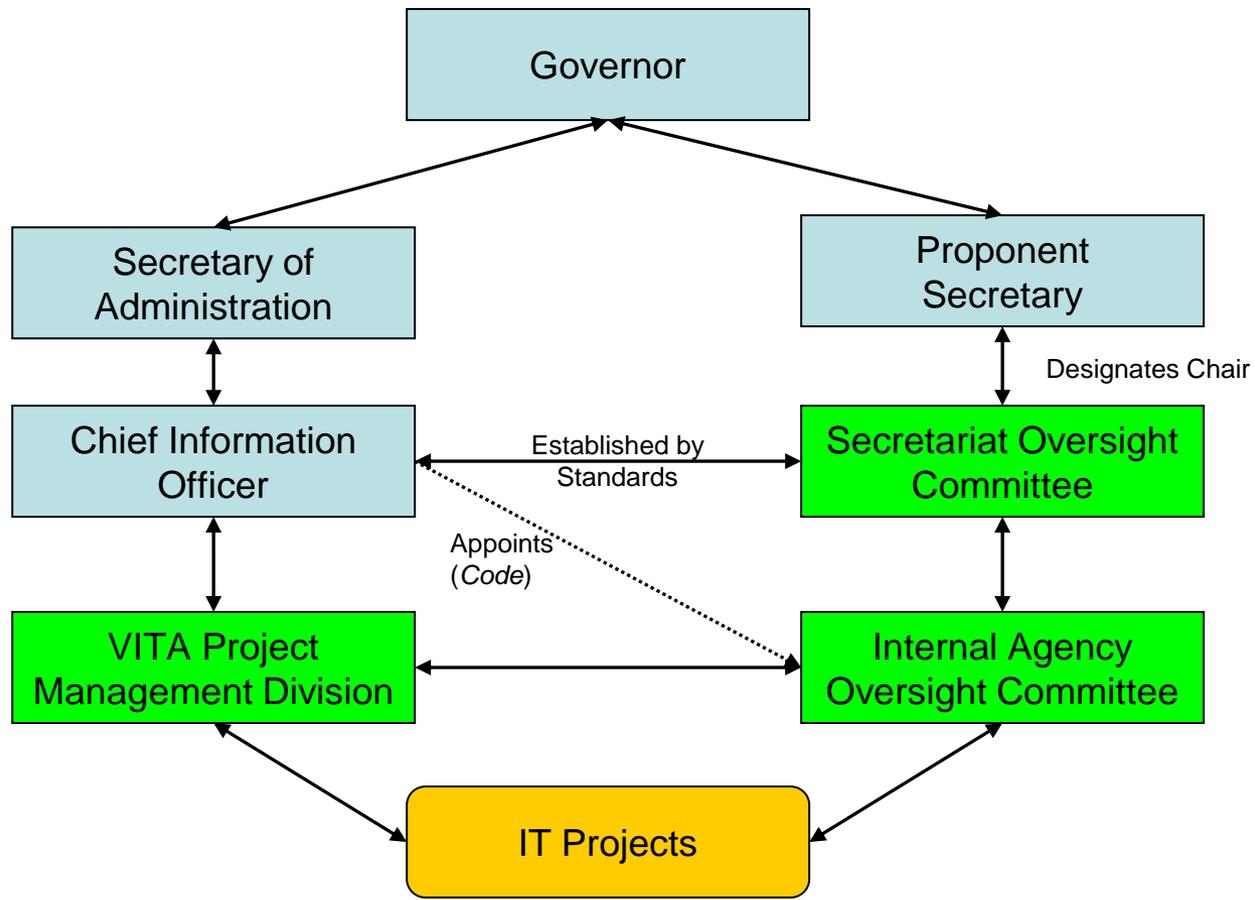
- Emerging technology trends and enterprise business strategies that will drive the architecture
- IT requirements derived from enterprise business strategies
- Role and definition of the technical architecture that best enables the business needs of the enterprise
- Migration plans to move the enterprise from a current to future architecture

COMMONWEALTH SECURITY AND RISK MANAGEMENT (CSRM)

- Commonwealth Security and Risk Management (CSRM) ensures the protection of VITA and the commonwealth's mission-critical IT systems, resources and information assets from loss, damage and misuse.
- Responsible for establishing and maintaining a commonwealth information security management program that adheres to acceptable levels of risk to adequately protect information assets.

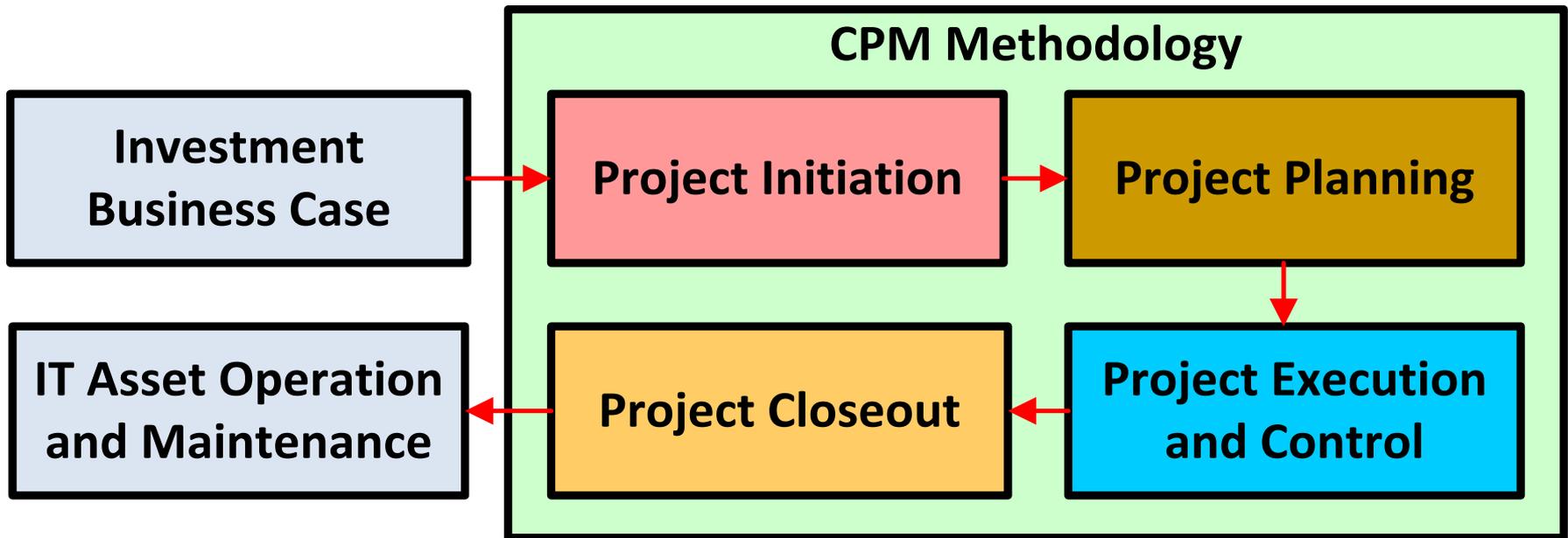
- Responsible for identifying, evaluating and reporting on information security risks in a manner that meets compliance and regulatory requirements, and aligns with and supports the risk posture of the commonwealth.
- Proactively works with customers to implement practices that meet defined policies and standards for information security and oversee a variety of IT-related risk management activities.

COMMONWEALTH PROJECT GOVERNANCE & OVERSIGHT STRUCTURE



 Primary Oversight Staff

PROJECT MANAGEMENT STANDARD - CPM METHODOLOGY





Planview Enterprise One™

The Commonwealth Technology Portfolio is built on Planview E1, and is an online repository for agency information technology investments in the Commonwealth. Information from the system is used to:

- Support both Commonwealth and agency IT strategic planning
- Better inform and standardize the overall Commonwealth IT Investment Management process
- Improve IT investment decision making
- Allow agencies to share information about their current portfolios

**ITPM ORIENTATION:
IT PROJECT MANAGEMENT
POLICIES, STANDARDS AND
GUIDELINES (PSGS)**



What are PSGs? - Definition of Policy

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About Technology Services Information Security **Policy & Governance** Procurement IT Support Service Portal Contact

Policy & Governance

VITA's role is to lead the strategic direction of technology use in the Commonwealth. VITA facilitates development and provides oversight to ensure IT resources are used and appropriately managed within enterprise projects and procurements in support of agency business objectives.

[About Policy & Governance](#)

Governance Tools

[ITRM Policies, Standards & Guidelines](#)
[Commonwealth Technology Portfolio](#)
[Reports & Plans](#)
[ORCA](#)
[Commonwealth Banner](#)
[Glossary](#)
[Contact IT Governance](#)

Enterprise Architecture

[EA Change Exception Requests](#)
[EA Library](#)
[EA Review Process](#)
[Enterprise Architectures](#)
[IT Accessibility and Website Standards](#)

IT Investment Management

[Information Technology Investment Management \(ITIM\)](#)
[COV Strategic Plan for IT](#)
[IT Strategic Planning](#)
[ITIM Training Materials](#)
[Project, Portfolio & RTIP Reports](#)
[Executive Branch Agency ITSPs](#)

Project Management

[Project Management Division \(PMD\)](#)
[Development Program \(PMDP\)](#)
[Project Management Training](#)
[Templates & Tools](#)
[Independent Validation & Verification](#)
[2021 IT Project Management Summit](#)

- Policies are general statements of direction and purpose designed to promote the coordinated planning, practical acquisition, effective development, and efficient use of information technology resources.
- Policies describe at a high level *what* needs to be done and *why*.

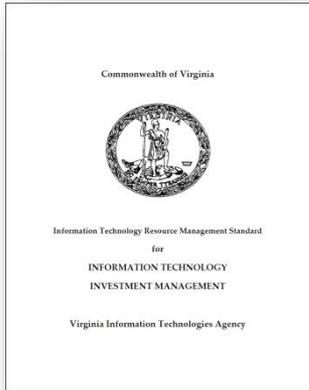




- Standards are specific and, where applicable, technical documents containing directives and mandatory specifications governing the management, development, and use of information technology resources.
- Standards describe *who* does *what* (from policy) and *when* they must do it.



- Guidelines are advisory in nature. It is a general rule, principle, direction, similar to standards, but is a recommendation and not a directive rule. In essence, guidelines constitute instructions which are not binding on agencies and institutions of higher education.
- Guidelines describe *how* things should be done according to current recommended practices.



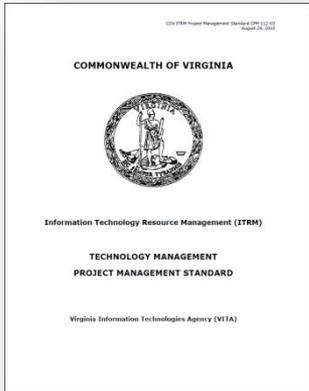
The Commonwealth IT Investment Management (ITIM) Standard enables agencies to minimize risks, maximize return on investments, and support business decisions to maintain, migrate, improve, retire, or obtain IT investments.

ITIM is the basis for the Commonwealth approach to technology management as approved in the Commonwealth Technology Policy.



The Commonwealth Project Management Standard increases IT project success through:

- sound investment decisions
- management commitment and oversight
- implementation of a recommended practice-based project management methodology
- establishment of defined processes that measure and evaluate project progress throughout the project lifecycle





A project is a temporary endeavor undertaken to deliver a unique product, service or result.

- Temporary: a definite beginning and end
- Unique: different in some distinguishing way from all other products or services provided by the organization

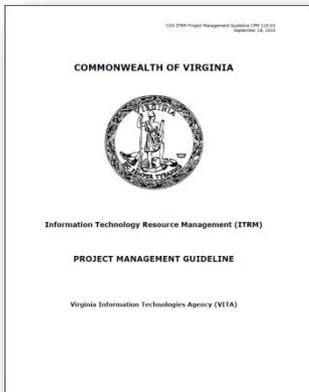
- O&M activities, supporting an existing product or service are not projects so long as the focus of the activity is the continued use of the current product or service.
- An activity is a project if it leads to a new product or service or the modification of an existing product or service, resulting in a new unique capability

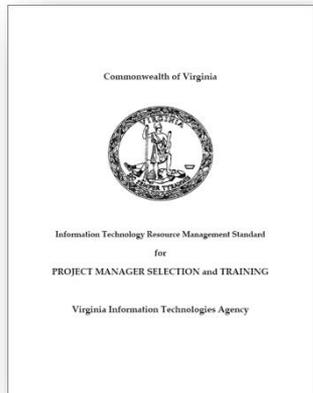


The Commonwealth Project Management Guideline describes the recommended methods for managing IT projects and completing project documentation.

The guideline is applicable to any project.

Commonwealth IT projects are required to be documented in the Commonwealth Technology Portfolio (CTP).





- Identifies the required skills, training and experience Commonwealth Project Managers need to have in order to be considered qualified to manage Commonwealth IT projects
- Describes the steps a project sponsor must take in selecting a qualified Project Manager to manage a Commonwealth IT project
- Establishes a method for identifying Project Managers who are qualified to manage Commonwealth IT projects, and assuring that qualified Project Managers are selected to lead agency IT projects



The IT Program Management Standard is designed to establish a common sense framework for managing multiple, related IT projects within the Commonwealth

Program management introduces an additional layer of: coordination, control and oversight,

but pays for itself by...

- Reducing overall risk within and across project boundaries
- Centralized organization of milestones and dependencies across projects
- Eliminating redundant activities and documentation requirements

You Might have an IT Program if ...

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- You have a group of **related** projects or initiatives. The related projects require:
 - ✓ Coordinated planning
 - ✓ Coordinated management
 - ✓ Coordinated execution
- The related projects
 - ✓ need a common management structure
 - ✓ are charged with the achievement of results and outcomes
 - ✓ contribute to the success of overarching organizational goals

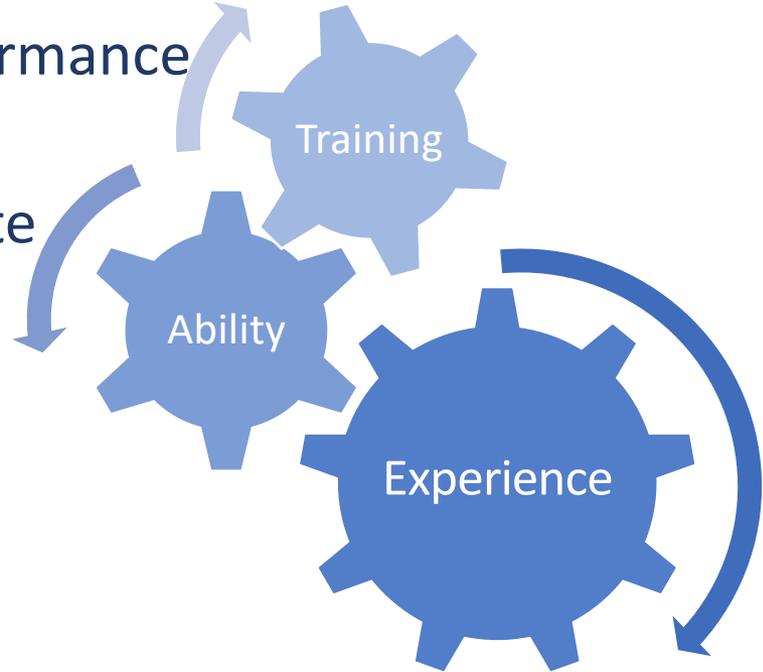


ITPM ORIENTATION: IT PROJECT MANAGER QUALIFICATION



Project Manager Qualification – Objectives

- Improve project management performance
- Establish a community of qualified IT Project Managers with appropriate balance of training and experience
- Address *Code of Virginia* mandate



§ 2.2-2008. Additional duties of the CIO relating to **project management**.
The CIO shall have the following duties relating to the management of information technology projects:

§ 2.2-2008.2. Establish minimum qualifications and training standards for project managers.



PMQR

<https://www.vita.virginia.gov/policy--governance/project-management/development-program-pmdp/>

- Users must obtain a VIM account prior to accessing specified Commonwealth web-based applications, including the Project Manager Development Program (PMDP) application.
- Enter your personal information, training and experience
- Notify your supervisor to authenticate your training and experience (supervisors will require a VIM account as well)

- The COV ITRM Project Manager Selection and Training Standard requires the project manager candidate to successfully pass two qualification exams – Level One and Two. (Depends on category of the project)
- Project Management Professional (PMP®) certification from the Project Management Institute supersedes the requirement for Level Two.





- The exam is provided over the Internet using a secure Learning Management System (LMS).
- The quizzes are open book .
- Each exam is broken down into sections called quizzes.
- Each quiz has 16 multiple choice questions pulled randomly from a question pool.
- Project manager candidates must achieve a passing score for each quiz of 75% and an overall passing score to meet the qualification standard.



Level One Exam: Managing IT projects in the Commonwealth:

1. Project Manager Qualification and Selection
2. Project Initiation
3. Project Planning
4. Project Execution and Control
5. Project Closeout

[VITA Project Management Exam 1](#)

Note: The Exam costs \$100



Level Two: Supporting IT Project Management Knowledge Areas:

1. Project Scope Management
2. Project Time Management
3. Project Cost Management
4. Project Quality Management
5. Project Communication Management
6. Project Risk Management
7. Project Procurement Management
8. Project Stakeholder Management

VITA Project Management Exam 2

Note: The Exam costs \$100



Commonwealth IT PM Qualification becomes dormant 3 years after:

1. Successfully passing PM Qualification Exam – Level One

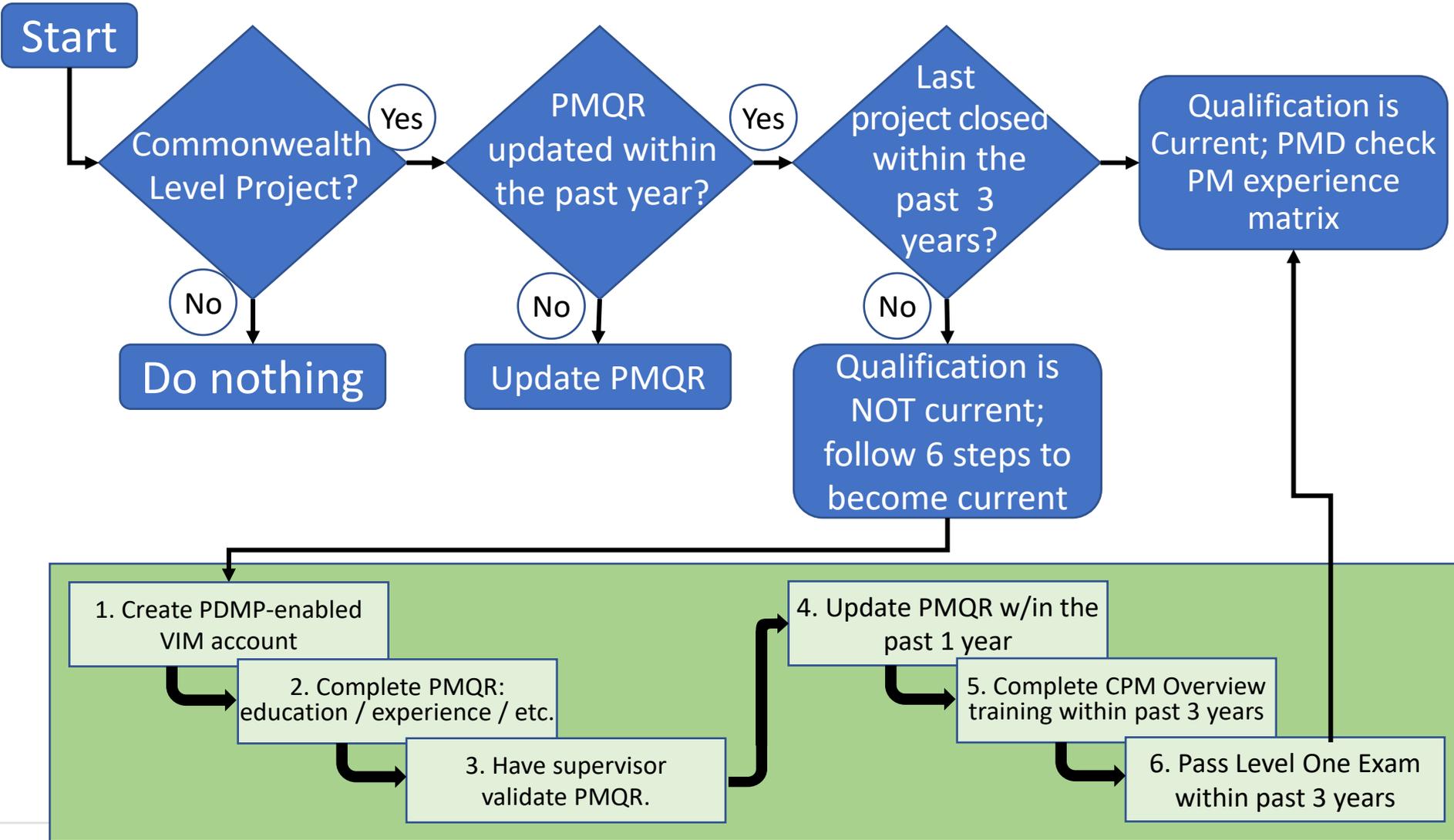
Or, if applicable,

2. The closeout date of a Commonwealth-level (Category 4, 3, 2, or 1) IT project in which the candidate was the designated PM



1. Create PMDP-enabled VIM account
2. Complete Project Manager Qualification Record (PMQR)
3. Have supervisor validate PMQR
4. Update PMQR information within the year leading up to being assigned as Project Manager for a project
5. Complete the Commonwealth IT Project Manager Overview Training within the past 3 years
6. Pass the PM Qualification – Level One Exam within the past 3 years

Project & Program Manager Qualification Process Flow

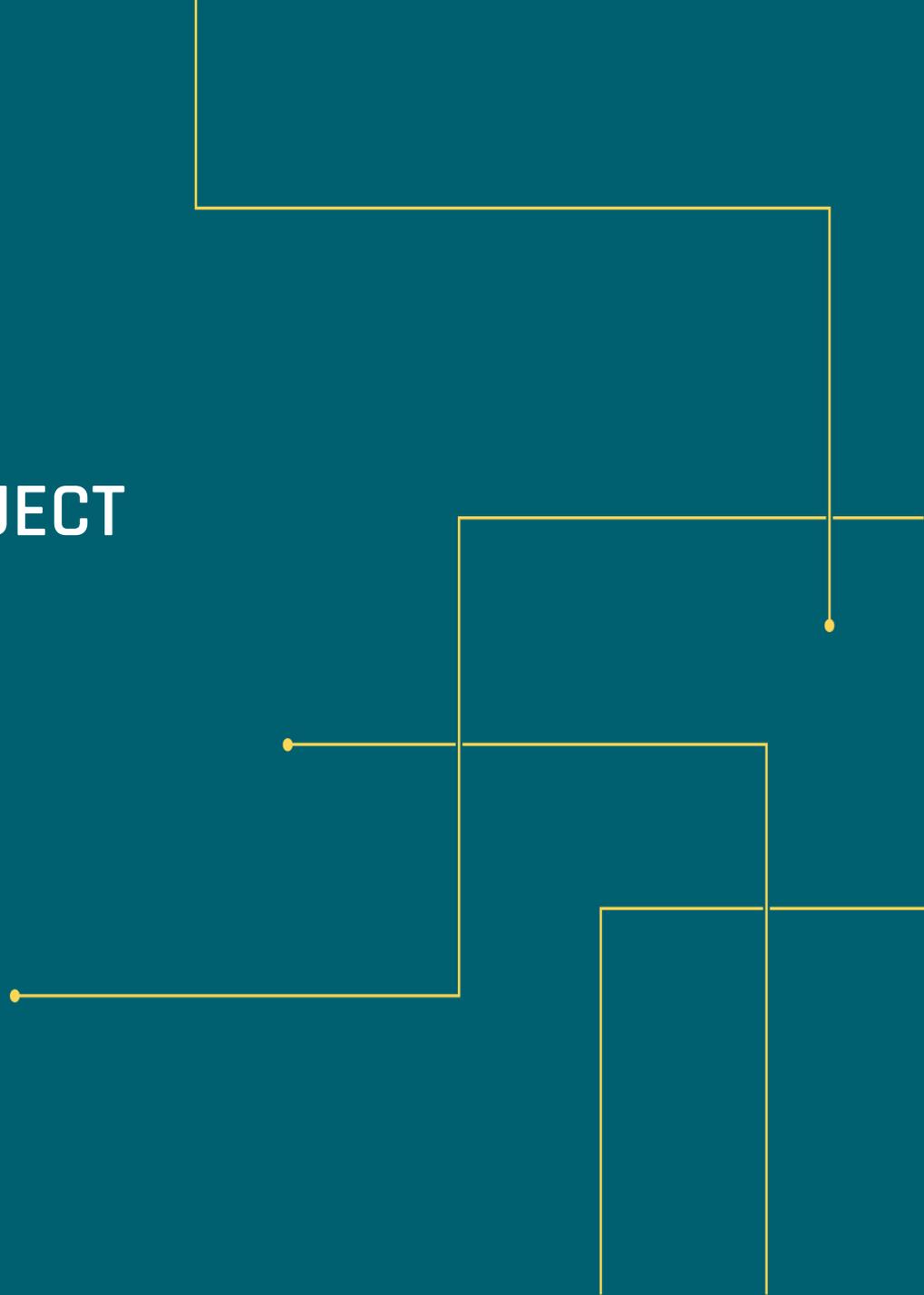


PM QUALIFICATION - PMD CONSULTANT BY SECRETARIAT



Name	Role	Phone	E-mail
Richard Matthews	PMD Director	(804)659-9973	richard.matthews@vita.virginia.gov
Chris Hinkle	Project Management Consultant (Technology, Commerce and Trade, Administration)	(804) 416-6185	chris.hinkle@vita.virginia.gov
Linda Bell-Sinclair	Project Management Consultant (Natural Resources, Finance, Education)	(804) 416-6045	linda.bell-sinclair@vita.virginia.gov
Pat Reynolds	Project Management Consultant (DMAS, VITA IT Sourcing Program and Transportation)	(804) 416-6184	patrick.reynolds@vita.virginia.gov
Chris Chappell	Project Management Consultant (Health and Human Resources, DMV)	(804) 416-6205	chris.chappell@vita.virginia.gov
Melissa Mutter	Project Management Consultant (Public Safety, Agriculture and Forestry)	(804) 416-6182	melissa.mutter@vita.Virginia.gov
Vacant X2			

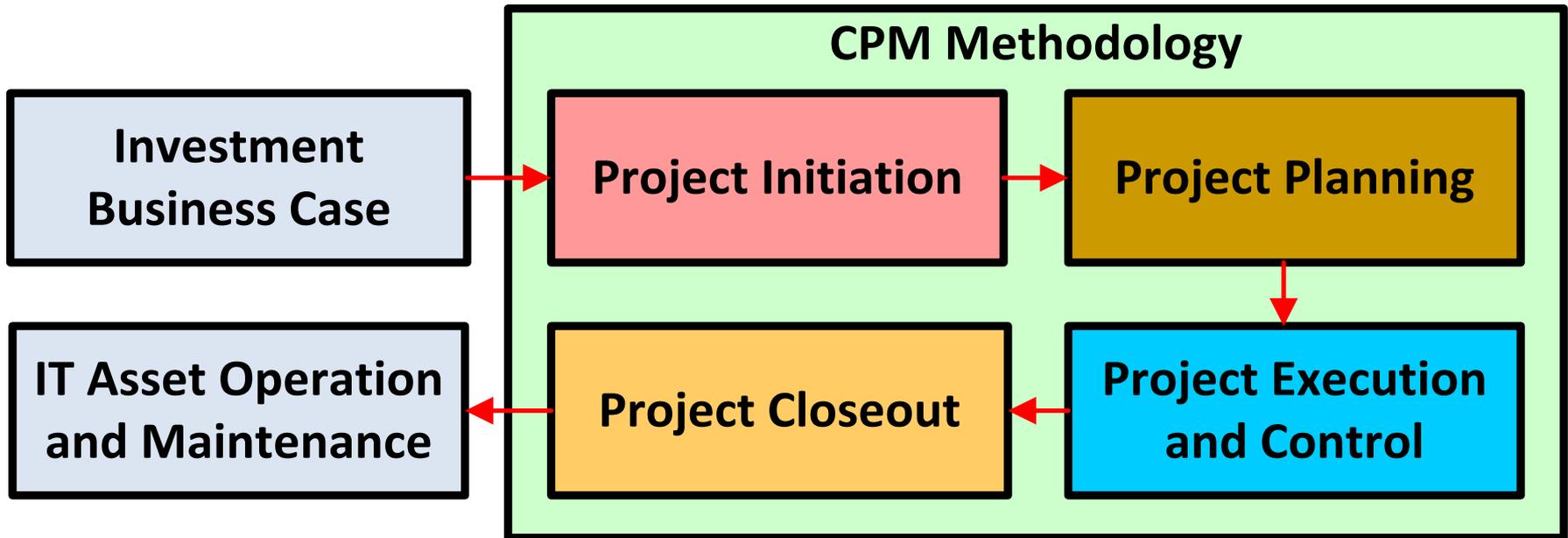
**ITPM ORIENTATION:
COMMONWEALTH PROJECT
MANAGEMENT (CPM)
METHODOLOGY**



- The CPM Methodology is based on industry best practice project management lifecycles (such as PMI's PMBOK).

- The CPM Methodology accommodates:
 - The ITIM lifecycle
 - IT Governance and Oversight stakeholders
 - The Commonwealth's Strategic Planning and Budgeting cycles

PROJECT MANAGEMENT STANDARD - CPM METHODOLOGY



New Investments, procurements and projects over \$250,000.00, must be included in the Agency IT Strategic Plan and approved by the Commonwealth CIO. Their inclusion follows the following process.

Investment Business Case (IBC)

– adds a project to the Strategic Plan →

Procurement Governance Request (PGR)

– adds a procurement to the Strategic Plan →



These process must take place for any new investment before any other procurement or project governance activities take place such as RFP, Contracts, or Project Initiation.

After procurements and projects over \$250,000.00 are added to the Agency IT Strategic Plan, approved by the Commonwealth CIO, their lifecycle may continue.

Procurement Governance Review (PGR)

➔ Other procurement activities, i.e. SOW, or RFP.



⚠ Contract approval cannot happen until you have PIA Approval.



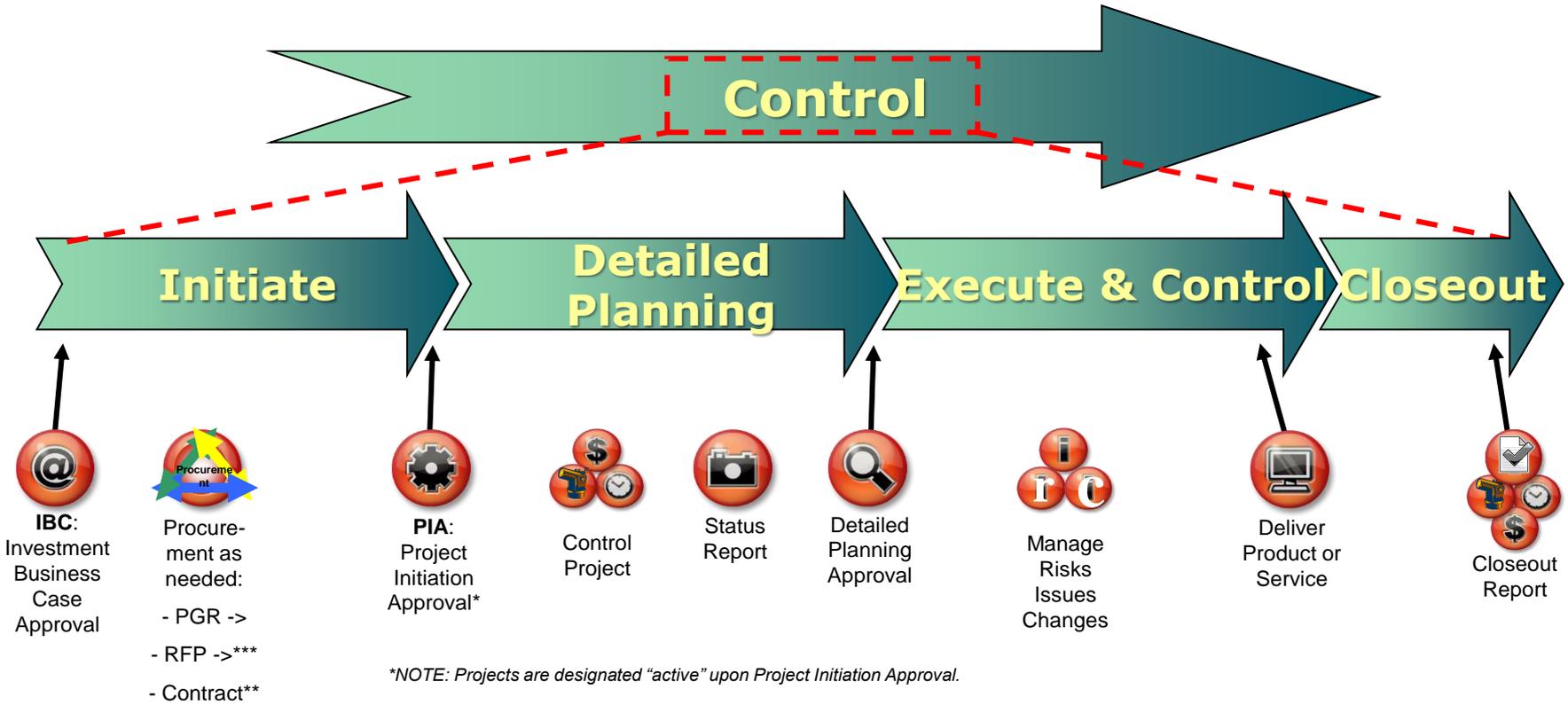
IV&V is a review of the project plans and other project artifacts by a neutral third party to confirm that the project is “doing the right thing,” and doing it in the “right way.”

- Periodic IV&V reviews are required of all Category One, and Two projects
- IV&V strategy must be approved as a part of the Detailed Project Plan;
- IV&V reports will supplement and validate monthly status reporting
- Can be requested by the CIO



The Project Closeout Report captures the planned vs. actual:

- Scope
- Schedule
- Budget/expenditure
- Measures of success/business objectives
- Lessons learned
- Plans for the Post-Implementation Review



*NOTE: Projects are designated "active" upon Project Initiation Approval.

**NOTE: Contract/SOW may only be signed AFTER Project Initiation Approval.

***NOTE: RFP's cannot be released until you have an approved PGR and IBC approval.

IT INVESTMENT APPROVAL GATES OVERVIEW

CTP E1 Document	Project Mgr.	Project Sponsor	AITR	Agency Head	Sec. Oversight Cmte.	VITA: SCM, EA, ECOS, CSRM	ITIMD	PMD	Commonwealth CIO
BUSINESS REQUIREMENTS									
Bus. Reqm't. for Tech. (BRT)			Input / Approve	Approve					
COMMONWEALTH IT PROCUREMENTS (> \$250K)									
P'curem't. Gov'nc. Req. (PGR)	Input*		Approve	Approve		Recommend		Recommend	Approve
Req. for P'curem't. (RFP) >\$1M						Recommend		Recommend	Approve
IT Contract / SOW >\$1M						Recommend		Recommend	Approve
COMMONWEALTH IT PROJECTS (> \$250K)									
Investm't. Bus. Case (IBC)	Input*		Approve	Approve		Recommend	Recommend		Approve
Charter / Proj. Init. Apvl. (PIA)	Input	Approve		Approve	Recommend			Recommend	Approve
Detailed Proj. Plan Apvl.	Input	Approve		Approve				Approve	
Proj. Status Report	Assess	Review / Assess			Review / Assess			Review / Assess	Review / Assess
Baseline Change Req. (> 10%)	Input	Approve			Recommend			Recommend	Approve
Project Closeout	Input	Approve		Approve				Approve	Approve



The governance and oversight of IT projects is primarily driven by the Risk/Complexity level determined using the Commonwealth Project Governance Alignment.

Project Categories 1 – 4

		Complexity:		
		High	Med	Low
Risk:	High	1	2	2
	Med	2	3	3
	Low	3	4	4

REQUIREMENT	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4
Business Case & Alternatives Analysis	Required	Required	Required	Required
Cost / Benefit Analysis	Required	Required	Required	Summarize in BCAA & Charter
<i>Full-Time Project Manager</i>	Shall, or by exception	Shall, or by exception	Shall, or by exception	Full-time not required
Project Initiation Risk / Complexity Assessment	Required	Required	Required	Required
Charter, with Project Team Organization Chart	Required	Required	Required	Required
<i>Internal Agency Oversight Committee? (IAOC)</i>	Required, with PMD	Required, with PMD	Required, with PMD	None; Agcy. PM Team only
<i>(PMD): Balanced Scorecard</i>	Required, delphi	Required, delphi	Required, delphi	Not required
<i>Project Initiation Approval Path:</i>	Sponsor > Agcy Hd > SOC > PMD > CIO	Sponsor > Agcy Hd > SOC > PMD > CIO	Sponsor > Agcy Hd > SOC > PMD > CIO	Sponsor > Agcy Hd

REQUIREMENT	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4
Project Scope & Business Objective Worksheet	Required	Required	Required	Required
Work Breakdown Structure	Required	Required	Required	Optional
Organization Work Breakdown Structure	Required	Required	Optional	Optional
Activity Definition and Sequencing Worksheet	Required	Optional	Optional	Optional
Resource Plan	Required	Required	Optional	Optional
Project Schedule (CTP: "Work & Assignments")	Required	Required	Required	Required
Risk Management Plan	Required	Required	Required	Required
Communication Plan	Required	Required	Required	Optional

REQUIREMENT	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4
Quality Management & IV&V Plan	Required	Required	Required	Optional
Change & Configuration Management Plan	Required	Required	Required	Optional
<i>Organization Change Management Plan</i>	Required	Required	Required	Optional
Performance Plan	Required	Required	Required	Optional
Budget Plan (CTP: "Financial Planning Detail")	Required	Required	Required	Required
Project Plan	Required	Required	Required	Required
Planning Risk / Complexity Assessment	Required	Required	Required	Required
<i>Detailed Planning Approval; up to +10% baseline, approved by...</i>	IAOC > Sponsor > Agcy Head > PMD	IAOC > Sponsor > Agcy Head > PMD	IAOC > Sponsor > Agcy Head > PMD	Sponsor (+20%)

REQUIREMENT	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4
<i>IAOC Project Meetings</i>	Monthly, w/PMD	Monthly, w/PMD	Quarterly, w/PMD	None; Agcy PM Team
<i>In-Progress IV&V; to coincide with project phases</i>	Required within 6 mo. of Planning Approval...	...then annual if project > 12 mo. duration.	Same as Cat. 1 and 2	None
<i>Issue Log & Risk Log</i>	Required	Required	Required	Optional
Status Report in CTP	Required; monthly	Required; monthly	Required; start, then quarterly	Required; start, then each January & July
"Nominal" Change Control Request	+10%, or 4 mo., if project is ≤ 24 mo. duration...	...approved by IAOC & Sponsor	Same as Cat. 1 and 2	Same as Cat. 1, 2 and 3, except +20% threshold
"Significant" Change Control Request	>+10% approved by IAOC,...	...Sponsor, Agcy Head,...	...Sec. Oversight Cmte. & CIO	>+20%, approved by Sponsor & Agcy Head
Event-Driven Risk/Complexity Assessment	Required after "Significant" Change Control Request			
O&M Funding Costs Estimate	Required	Required	Required	Required

- Summary
 - Key Status Indicators (KSI's): On Track / Warning / Problem
 - Earned Value Measurement (EV)
- Project Background
- Measures of Success
- Planned & Actual Costs
- Baseline & Milestones
- Scope
- Risk Assessment
- Change Control Description
- Approval

REQUIREMENT	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4
Project Closeout Report	Required	Required	Required	Required



Wrap Up





What we covered today:

- The Commonwealth approach and framework for IT project management and governance
- The Project Manager Development Program and project manager qualification process
- The project management activities across the ITIM and project life cycles
- The Commonwealth Project Management Division project management Web site and project management tools
- Promoting successful Commonwealth IT projects by using the Commonwealth Project Management (CPM) Methodology



Build a pre-initiation plan to get you to PIA

Security Resource from your agency

Include PMD early

Documentation





Presenter

Chris.Chappell@vita.virginia.gov